

1-1-1989

## Crummer Graduate School

Rollins College

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# 1989-1990 Academic Calendar

## Fall 1989

September 1	Registration for New Full-Time Students
September 5 - September 9	MBA 501 - Orientation Week
September 13	Fall Term Begins
October 25	Mid-Term Point
November 22 - 23	Thanksgiving Break
December 11 - 14	Final Exams Week

## Spring 1990

January 17	Spring Term Begins
February 28	Mid-Term Point
April 11, 12, 16 & 17	Final Exams

## Tuition

1989-1990 tuition: \$5,495 per term\*

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Merit-based aid in the form of scholarships and graduate assistantships is considered for all students who are accepted to the Crummer full-time MBA program. No special application is needed for merit-based aid.

\* Estimated tuition. Exact tuition will be available March 1989.

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## MESSAGE FROM THE DEAN

**R**ollins College was one of the first colleges in Florida to offer the MBA degree. It has served the needs of almost two thousand working professionals since 1957. More than sixty of the graduates of the program currently serve as presidents of both large and small businesses.

Now, in its third decade of offering graduate business education for men and women who are fully employed, the Crummer School is pleased to introduce an innovative approach that will allow the part-time student to experience the same total educational concept as our full-time MBA students and our executive MBA students. Called the Professional MBA program, this experience allows a student to proceed through the degree requirements in a prescribed sequence with a cohort group, and graduate in less than three years. It is a rigorous program, but one which offers an education that is on a par with any MBA program in the country. The major features of the Professional MBA program are educational, but there are several amenities that add to the education. Once an individual starts with a specific student group, there is no need to register for courses, which means no standing on lines and no being closed out of a desired course. For convenience in planning one's schedule, all of the courses are taught on the same nights of the week throughout the program. A student may join a Monday and Wednesday group that starts in the fall of each year, or he or she may join a Tuesday and Thursday group that starts in the Winter Term. And perhaps most important of all, tuition is guaranteed to remain the same during the three years that the student remains with his or her group.

Our goal at the Crummer School is not only to offer high quality courses for our students, but also to design the program in such a way that students can graduate in a reasonable period of time. For that reason we have revised the traditional semester system of two terms per year to a trimester system of three equal terms per year. Still giving the student an adequate break between terms and a substantial summer break of five weeks, this calendar allows the student to complete a full MBA program in slightly more than two and one-half years.

For those working people who desire to earn a first-rate MBA, and who understand that the best rewards are the result of hard work, the Professional MBA program at the Crummer School will become an extraordinary experience.



**Martin Schatz**



## PROGRAM OVERVIEW

**T**he Professional MBA (PMBA) program of the Crummer School is a rigorous 32-month program that can be completed by attending class two nights per week.

Each PMBA class moves through the core portion of the program as a unit, sharing the same educational experiences. While we stress individual participation and give-and-take in classroom discussions, the interaction of small groups is also an integral part of the total program. As each class starts the program, it is divided into study groups. These groups of diverse professionals are encouraged to meet outside of regular classes and act as the support system that helps members to be successful in accomplishing the necessary assignments.

A student may enter the Professional Program in either the fall or winter term. Each of the three academic years begins with a three-day intensive session. These sessions cover the topics of case analysis, computer skills, legal and ethical issues, and international topics. The intensive courses allow the class to be exposed to various issues in a three-day format. The first orientation is extremely important in formulating the team building skills that will be needed as the study groups enter their first year. After the first intensive course, there are three thirteen-week trimesters (fall/winter/spring). The class takes two courses each trimester, allowing completion of six courses each year.

The program of study for the Professional Program is composed of three intensive courses, nine core courses, two integrating courses and five electives. Participants in the program must make a two-year commitment to complete all intensive, core and integrating courses as a group. After these are completed, the participant has the option to stay with the group taking assigned electives or to choose electives from a prescribed list.



## PROGRAM OF STUDY

**T**he Professional MBA Program is a 51-credit hour program that is completed in 32 months. The student is required to take two courses in each of the eight thirteen week terms. The individual student will only be given options concerning electives, when he or she has completed all required courses. The advantage to staying with the class is that study groups will already be established and the student will be guaranteed a seat in the pre-assigned elective for his or her class. If a student desires a different elective course, he or she will need to attend the scheduled open registration.

The following trimester courses are required to complete the degree:

### REQUIRED CORE COURSES

ACC 501	Financial Accounting
ACC 502	Managerial Accounting
ECO 503	Economics for Managers
FIN 502	Financial Management
MGT 501	Organizational Behavior
MGT 502	Leadership
MKT 501	Marketing Management
POM 502	Quantitative Methods
POM 503	Operations Management



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## REQUIRED ELECTIVES

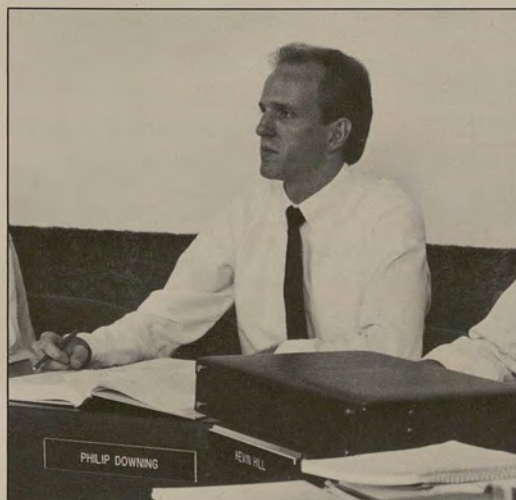
Students are required to take five 3-credit elective courses, with a maximum of three courses being allowed in any one academic area.

## REQUIRED INTEGRATING COURSES

MBA 601 Management Policy  
MBA 608 Competition & Strategy

## CHOICE OF ELECTIVES

The Master of Business Administration is a general management degree that provides managers with the knowledge and skills needed to manage the complex and varied problems facing an organization. It is not intended to produce either technicians or specialists. Therefore, students are encouraged to follow the elective courses that have been pre-selected for their class. If a student decides to register for other elective courses, he or she may have no more than three in a single academic area.



## REQUIRED SEQUENCE

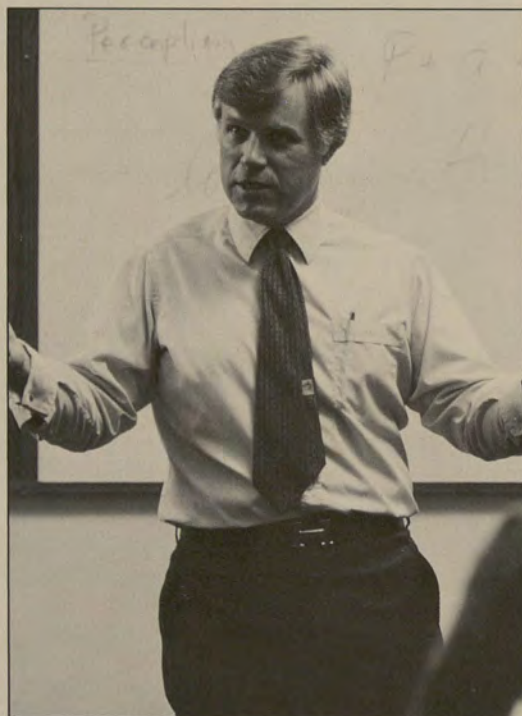
Students may enter the Professional Program in either the Fall or Winter trimester.

TERM	COURSE		CREDITS
Intensive I	MBA 501	Management Analysis	1
Trimester I	ACC 501	Financial Accounting	3
	MGT 501	Organizational Behavior	3
Trimester II	ACC 502	Managerial Accounting	3
	ECO 503	Economics for Managers	3
Trimester III	MKT 501	Marketing Management	3
	POM 502	Quantitative Methods	3
Intensive II	MBA 505	Legal, Ethical & Social Issues of Business	1
Trimester IV	FIN 502	Financial Management	3
	POM 503	Operations Management	3
Trimester V	MGT 502	Leadership	3
	MBA 608	Competition & Strategy	3
Trimester VI	MBA 601	Management Policy	3
	Elective Course		3
Intensive III	MBA 506	International Issues	1
Trimester VII	Elective Course		3
	Elective Course		3
Trimester VIII	Elective Course		3
	Elective Course		3
Graduation			



## PROFESSIONAL MBA SCHEDULE

**D**uring the 1989-1990 academic year, two Professional MBA classes will begin their term of study: one beginning in Fall of 1989 and one beginning in Winter of 1990. The class that starts in Fall of 1989 will have its trimester courses on Monday and Wednesday evenings from 6:30 to 9:30 p.m. The class that begins during the Winter of 1990 will have its trimester courses on Tuesday and Thursday evenings from 6:30 to 9:30 p.m. Intensive courses will meet from 8:00 a.m. to 5:00 p.m. on their assigned days. The Intensive courses are scheduled to meet over an extended weekend; special arrangements will be made for students who have religious obligations.



## INTENSIVE SCHEDULE

### Class beginning Fall 1989

Intensive I	September 9 - September 11, 1989
Intensive II	September 8 - September 10, 1990
Intensive III	September 7 - September 9, 1991

### Class beginning Winter 1990

Intensive I	January 12 - January 14, 1990
Intensive II	January 11 - January 13, 1991
Intensive III	January 10 - January 12, 1992

## SCHEDULE OF TRIMESTERS

### Fall 1989

September 13	Fall Trimester Begins
November 22-23	Thanksgiving Break
December 11-14	Final Exams Week

### Winter 1990

January 17	Winter Trimester Begins
April 11-12, 16-17	Final Exams

### Spring 1990

April 30	Spring Trimester Begins
May 28-29	Memorial Day Break
July 4-5	July 4th Break
July 30-August 2	Final Exams Week

### Fall 1990

September 12	Fall Trimester Begins
November 21-22	Thanksgiving Break
December 10-13	Final Exams Week

### Winter 1991

January 14	Winter Trimester Begins
January 21	Martin Luther King Holiday
April 9-11, & 15	Final Exams

### Spring 1991

April 29	Spring Trimester Begins
May 27-28	Memorial Day Break
July 3-4	July 4th Break
July 29-August 1	Final Exams Week

### Fall 1991

September 11	Fall Trimester Begins
November 27-28	Thanksgiving Break
December 9-12	Final Exams Week

### Winter 1992\*

January 13	Winter Trimester Begins
January 20	Martin Luther King Holiday
April 7-9, & 13	Final Exams

### Spring 1992\*\*

April 27	Spring Trimester Begins
May 25-26	Memorial Day Break
July 22-23, & 27-28	Final Exams

\*Final trimester for class that began in Fall of 1989.

\*\*Final trimester for class that began in Winter of 1990.



## CORE COURSES

The following nine courses are the core of the MBA program. They are required of all students.

### ACC 501 Financial Accounting

Corporate financial reporting to external users of financial statements is introduced. The course examines the accounting information system, the form and content of financial statements and the theory behind accounting for assets, liabilities, capital, cash flows, and other information reported in the statements, in conformity with accounting principles.

### ACC 502 Managerial Accounting

Internal reporting for managerial decision making is the focus of this course. Management planning and control techniques, basic cost analysis, capital budgeting, and quantitative applications are covered.

### ECO 601 Economics for Managers

This course covers the application of economic reasoning and analysis to issues faced by the practicing manager. Macroeconomics, which deals with the environment of the firm, and microeconomics, which focuses on the decision made within an individual firm, are both covered.

### FIN 502 Financial Management

This course provides opportunities to learn financial principles through application to managerial situations. Various aspects of risk versus expected return are used in consideration of financial decisions. Topics include working capital management, capital budgeting, capital structure, and management of funds flow. The approach emphasizes cash flows.

### MGT 501 Organizational Behavior

This course provides the foundations for understanding individual and group behavior and its application to problems faced by managers. Extensive use is made of experiential learning and cases in addressing the topics of leadership, motivation, communication, performance, stress, group dynamics, organizational structure, and organizational change.

### MGT 502 Leadership

The purpose of this course is to help students develop skills of effective leadership in organizational settings. The methodology of this participative course includes cases, role playing, experiential exercises, feedback, simulations, and videotaped analysis of student performance.

### MKT 501 Marketing Management

This course is designed to develop the student's skill in analyzing and resolving marketing problems from the manager's perspective. The course makes use of the case discussion method, case reports, and student presentations. The course covers the factors affecting consumer and industrial demand, the role of advertising, channels of distribution, market research, pricing, product policy, and other elements determining the character and structure of marketing programs.

### POM 502 Quantitative Methods

Statistical and mathematical methods relating to management, marketing, economics, and finance are utilized. Topics include probability distributions, statistical estimation, hypothesis testing, regression analysis, sampling, time-series and decision theory.

### POM 503 Operations Management

This course discusses planning and control for manufacturing and service operations. Topics include operations analysis, quality management, inventory, waiting lines, linear programming, simulation and project planning. Case studies are used for applications.

## ELECTIVE COURSES

The prerequisite for the elective courses is the completion of the core courses.

### ACC 607 Corporate Taxation

This course is a study of the tax consequences of business transactions. Topics include dealing with the IRS, business property acquisition and sale, types of compensation, corporate activity and reorganization, executive tax planning, and tax shelters.

### ACC 608 Management Control Systems

Management control is the process by which management assures that the organization carries out its strategies effectively and efficiently. This course examines management control from an integrative perspective and draws heavily from managerial accounting, organizational theory and behavior, and financial management. Emphasis is on class discussion of readings and analysis of cases.



### **ACC 609 Contemporary Financial Accounting**

This course examines financial accounting and reporting through the use of oral and written presentation of assigned cases. The topics include asset valuation, revenue and liability recognition, financial statement analysis, and reporting issues. The purpose is to prepare the non-accounting manager to understand and use financial accounting information in decision making. This course is not designed for students with an extensive undergraduate accounting background.

### **FIN 601 Advanced Financial Management**

This case-oriented course examines special advanced topics in financial theory and analysis. Topics may be selected to reflect current issues in financial practice. Advanced analytical techniques may be required.

### **FIN 602 Financial Institutions**

This course analyzes problems unique to financial institutions such as commercial banks, savings and loan associations, and casualty and life insurance companies. Case studies are utilized to consider topics of raising capital, meeting regulatory requirements, formulating investment policies, and managing operations. The course also deals with the economic and social environments in which financial intermediaries operate.

### **FIN 603 Investments**

This course provides the student with a method of analyzing the broad spectrum of investments. Portfolio theory is used to examine risk/return of various investments. Attention also is directed to formulation of investment strategies, tax effects, and estate planning.

### **FIN 604 Public Finance**

This course examines fiscal administration in the public sector; primary emphasis is placed on state and local financial structures; revenue sources, budget administration, and debt policies are examined; field work is required.

### **FIN 605 Futures Markets**

This course exposes the student to futures markets and their potential applications for attaining various business objectives. Case studies demonstrate how enterprises involved in the food, fiber, feed, metal, forest products, and financial sectors of the economy could use futures contract buying or selling to their advantage.

### **FIN 606 Financial Statement Analysis**

This course enables advanced students to acquire a theoretical/empirical foundation linking market reaction to the disclosure of accounting information. The properties of accounting figures, investor's decision models, and the environment in which these decisions are made will be examined.

### **MGT 601 Labor Relations**

Contemporary problems in collective bargaining, including current federal and state laws governing the bargaining process are discussed. Recent court decisions cover labor negotiations; arbitration, mediation and conciliation; grievance handling; union organization; and management techniques in negotiating the contract. Also discussed are collective bargaining in the public sector and case studies in arbitration and grievance handling.

### **MGT 602 Human Resources Management**

This course covers functions and procedures of personnel management including recruitment, selection, hiring procedures, job analysis, supervisory and employee training, work standards performance ratings, wage and salary administration, discipline, career development, and promotion transfers.

### **MGT 604 Venture Management**

Problems and techniques in managing a small business enterprise are discussed. Emphasis is placed on the entrepreneur and decisions under conditions of uncertainty.

### **MGT 606 International Management**

This course is involved with the issues and problems facing managers when firms do business with and within foreign countries. Topics include entry into foreign markets, operating problems and alternatives, and governmental relations of multinational companies.

### **MGT 607 Law for Managers**

This course deals with the major federal and state regulatory agencies as they affect the business enterprise. Topics include securities regulations, equal employment, consumer protection, anti-trust, labor relations, pollution, and OSHA.

### **MGT 609 Management of Innovation**

The purpose of this course is to increase the individual's creative skills for application in individual and organizational problem solving situations. The course is also designed to increase the individual's self-actualization levels for the purposes of strengthening individual contributions to the organization and for effectively coping with organizational complexities.



### **MKT 601 Marketing Research**

Conception, planning, and performance of marketing research projects in order to provide an objective basis for marketing strategies are discussed. Topics include definition of research objectives, data sources, research design, interpretations of data, and evaluation of research proposals and results.

### **MKT 602 Consumer Behavior**

This course entails a review and evaluation of major theories of consumer behavior. Topics include: market segmentation, consumer decision processes, group and individual influences on consumer behavior, and application to marketing management.

### **MKT 603 Sales Management**

This course is intended to aid the student in developing analytical abilities and to provide an overview of the various decision areas facing a sales manager.

### **MKT 604 Advertising**

This course is designed to provide the skills necessary for management of the advertising function. Consumer motivation, agency-advertiser relationships, media evaluation, budgeting, and advertising measurement are among the topics covered. Special emphasis is placed on the necessarily close relationship between advertising and all other aspects of marketing activity.

### **MKT 605 International Marketing**

This course assumes familiarity with general marketing management and utilizes this as a base to develop insights and understanding of international marketing which occur in a unique environment. It relates the various economic, social, political, religious, and legal dimensions of the world to the marketplace.

### **POM 602 Service Operations Management**

The purpose of this course is the study of service-oriented businesses and the unique operational problems they pose for management. Case studies focus on the service delivery systems used in retailing, transportation, insurance, lodging, entertainment and medical fields.

## **INTEGRATING COURSES**

**T**he two integrating courses are required of all degree candidates.

### **MBA 601 Management Policy**

The management policy course serves to integrate the disciplines of the various areas covered by the core courses. Taught largely by the case method, it requires students to deal with the complex situations as seen through the eyes of the top executive.

### **MBA 608 Competition and Strategy**

Competition and Strategy is a case-oriented, industrial economics-based treatment of industry structure, generic competitive strategies, the assessment of competitors and their actions and retaliations, and the nature of competition. This course separates and focuses on the critical issues of specific competitive situations, the nature of the industry within which one operates, and the assessment of broadly-gauged strategies by which to meet the threats of competitors and the opportunities offered within the industry. An analytical course, it provides the student significant opportunity to focus on these skills and analytic tools that are an integral part of higher managerial responsibilities.

## **INDEPENDENT STUDY COURSES**

**T**he following courses are available to those students who would like to pursue advanced topics in certain areas, or who would like to implement the academic theory that they have learned. Enrollment in these courses will be counted as elective credit.

### **MBA 604 Management Project**

This project requires an in-depth examination of a specific real management problem which requires knowledge of the academic disciplines covered in the core area. Working students may deal with a management problem within their places of employment. Topics must be approved through formal outline in the term preceding registration.

### **MBA 605 Thesis**

The thesis may be done for either 3 or 6 credits, depending on the extent of the study. The extensive paper must include library or experimental research on a topic approved by the Office of the Dean.

It should be an extension of a student's field of interest, allowing for an extensive inquiry into the subject chosen. Topics must be approved through formal outlines in the term preceding registration.

**Note:** The elective courses have been approved by the faculty to be offered when staffing is available. The School cannot guarantee that the electives will be offered in any specific time period.



## ADMISSION

**A**dmission to the Professional MBA Program is selective and based upon an evaluation of all application materials submitted by the candidate. Previous academic records, score on the Graduate Management Admission Test, prior work experience, and evidence of maturity and motivation are among the factors that are evaluated during the admission process. All applicants are required to submit an official result on the Graduate Management Admission Test (GMAT) that is sent directly to the school from the Educational Testing Service. Applicants should also arrange to have all official transcripts of academic records sent directly from their undergraduate, graduate, and professional schools attended. The Crummer School also requires two letters of recommendation from either past professors who are familiar with the applicant's academic performance or professional persons who can highlight the applicant's potential for graduate work. A \$30 application fee must be submitted with the application.

Individuals may seek admission to the Crummer School's Professional MBA Program in either the Fall or Winter trimesters. Applicants should have their documents sent to the school by June 1 for Fall entrance or December 1 for Winter entrance. Late applications are considered on a space available basis. Class sizes are limited, so applicants are encouraged to apply early.

## TUITION

**T**he Professional MBA Program is priced as a complete package and is guaranteed not to increase as long as the student remains in the group with which he or she starts. The total tuition for the two classes that will enter in Fall of 1989 and Winter of 1990 is set at \$18,500. This covers the cost of all course offerings, meals and breaks during the orientation programs, as well as a laptop computer with software that has a retail value in excess of \$2,500.

Once a student is accepted to the Professional MBA Program, a \$500 deposit is due immediately to reserve a spot in the class. A \$2,000 entrance fee is required of all students and must be paid by September first for the Fall 1989 class and January first for the Winter 1990 class. The remaining balance of \$16,000 is divided into eight equal payments of \$2,000 and must be paid by the first day of each trimester.

Participants in the Professional MBA Program are selected carefully and the admissions committee bases its decision on the ability of the applicant to complete the program. In the event the student must withdraw, he or she should notify the Program Director in writing immediately. Tuition refunds, if any, to those who withdraw are determined as follows:

The \$500 tuition deposit is not refundable. The \$2000 entrance fee is not refundable once the student has taken possession of the laptop computer and software packages.

Refunds for the trimester payment is as follows:

First class meeting of trimester:

last day for 100% refund.

Second class meeting of trimester:

last day for 75% refund.

Third class meeting of trimester:

last day for 50% refund.

## FINANCIAL AID

**S**tudent loans are available to all students who have financial need. Students applying for need-based aid must submit a need analysis application and a loan application to the Office of Financial Planning, Rollins College, Winter Park, Florida 32789-4499. For more information, applicants may call 646-2395. The application must be received by July 1 for aid starting in the Fall trimester, and by December 1 for aid starting in the Winter trimester.



## FACULTY

### Charles H. Brandon

Professor of Accounting

B.S. Florida State University  
M.S. Florida State University  
Ph.D. University of Georgia

Dr. Brandon has served on the faculties at the University of Central Florida, the City University of New York, the University of Rhode Island, and the University of Missouri. He received his Ph.D. in Accounting and Business in 1972, and is certified as a public accountant in the state of Florida. Dr. Brandon has published extensively in the fields of accounting and management science.

### David M. Currie

Associate Professor of  
Economics & Finance

B.S. University of Florida  
M.B.A. University of So. California  
Ph.D. University of So. California

Having previously served on the faculties of Stetson University and the University of Tennessee, Dr. Currie joined the Crummer faculty in 1980. His publications and research focus on corporate finance and public sector finance. He is a member of the Winter Park City Commission.

### Samuel C. Certo

Professor of Management

B.B.A. University of Cincinnati  
M.B.A. Ohio University  
Ph.D. Ohio University

Dr. Certo comes to the Crummer School having taught at Ohio University, The University of Hawaii and Indiana State University. He has published several widely accepted textbooks including Principles of Modern Management, Business, and Strategic Management: Concepts and Applications. Among his professional distinctions, Dr. Certo has received The Excellence in Leadership Award from the Management Education and Development Division of the Academy of Management and has served as president of the Association for Business Simulation and Experiential Learning. Professor Certo has also served as an Associate Editor of Simulation and Games and a member of the Review Board of The Academy of Management Review. He is a consulting editor for The Allyn & Bacon Publishing Company as well as a management consultant to other major corporations.

### Ralph Drtina

Professor of Accounting & Management

B.S. Florida State University  
M.B.A. Florida State University  
Ph.D. Ohio State University

Dr. Drtina is certified as a public accountant in the state of Florida, and specializes in the use of accounting for managerial decision-making and control purposes. Before joining the Crummer School, he served on the faculty of Lehigh University, and worked in both industry and government. He has a number of published articles in the leading academic journals of business and accounting.

### Theodore T. Herbert

Professor of Management

B.B.A. Georgia State University  
M.B.A. Georgia State University  
D.B.A. Georgia State University

Dr. Herbert is a Fellow of the Academy of Management and has published a reference book, four textbooks, and over 50 articles and research monographs. His research in strategic management, management education, and executive decision processes has been presented to leading international academic and professional societies. He serves on the editorial review boards of a number of journals; he has been Chair of the Management Education and Development Division of the Academy of Management, Vice President of the Montreal Chapter of the Planning Executives Institute, and Vice President (Florida) of the Association of Human Resources Management and Organizational Behavior. He serves as consultant to large and small businesses in strategy issues and strategic planning.



**James M. Higgins**

Professor of Management

B.B.A. Emory University  
M.P.A. Georgia State University  
Ph.D. Georgia State University

Dr. Higgins has a Bachelor's Degree and a Master's Degree in Accounting and a Doctorate in Management. He came to the Crummer School from Auburn University. Since 1973, he has been a management consultant to various business and government organizations where he works primarily in strategic planning, creativity, and human relations training. He has written five textbooks in business policy and organizational behavior including the 4th edition of the widely used Strategic Management: Text and Cases. He recently completed Escape From The Maze, a tradebook on creative problem solving.

**Pearson Hunt**

Professor of Finance

Ph.B. Yale University  
M.B.A. Harvard  
D.C.S. Harvard

Dr. Hunt was the Edmund Cogswell Converse Professor of Finance and Banking at the Harvard Graduate School of Business. He has also served on the faculties of Babson College and the University of Massachusetts. Dr. Hunt has published four books in accounting and finance and has a long history of article publications in leading journals. Professor Hunt's books, monographs, and professional articles have been published in foreign languages including Italian, Spanish, Hebrew, German and Turkish. He has taught abroad for the Ford Foundation and AID and has served as a consultant to many national and international corporations.

**Serge Matulich**

Professor of Accounting

B.S. California State University  
Ph.D. University of California - Berkeley

Dr. Matulich previously served on the faculties of Indiana University, University of California at Berkeley, and Texas Christian University. He is a Certified Public Accountant and a Certified Cost Analyst. He has written textbooks on financial accounting, managerial accounting, and cost accounting, and has published numerous study guides, technical papers, practice sets and more than 25 research papers in academic and professional journals. Dr. Matulich has extensive business experience, has served as director on the boards of several corporations, and is an active consultant.

**Donald R. Plane**

Professor of Management Science

M.E. University of Cincinnati  
M.B.A. Indiana University  
D.B.A. Indiana University

Before joining the Crummer School faculty, Dr. Plane served as Head of the Division of Management Science and Information Systems at the University of Colorado. He was also on the faculty of the United States Air Force Academy. He has published five textbooks and many journal articles. In 1978, Dr. Plane was selected as a Fulbright Professor. Professor Plane received the Innovative Teaching Award from the Southern Business Administration Association in both 1985 and 1988. He is listed in Who's Who in America.

**Louis G. Pol**

Associate Professor of Marketing

B.A. University of North Texas  
M.A. University of North Texas  
Ph.D. Florida State University

Dr. Pol has served on the faculties of Memphis State University and the University of Nebraska at Omaha. He has written two books, and has published in numerous journals in the areas of business demography, research methodology and urban housing. He has served as a consultant to the City of Memphis, Tennessee; The U.S. Army Research Institute; Westat, Inc. of Rockville, Maryland; Advanced Information Management Technology of McLean, Virginia; a special legislative committee on education planning for the state of Tennessee; and a large number of small businesses.

**Martin Schatz**

Dean

Professor of Management  
B.S. University of Alabama  
M.B.A. University of Florida  
Ph.D. New York University

Dr. Schatz served as Dean of the School of Business and Public Management at the State University of New York before joining the Crummer faculty. He also was a member of the administration and faculty at Adelphi University, Worcester Polytechnic Institute, and New York University. Trained as an engineer, he spent several years working in the aerospace industry. Dr. Schatz has published a number of journal articles on management and management education, and is listed in Who's Who in The South and Who's Who in Finance and Industry.



**E. Theodore Veit**

Professor of Finance

B.S. Marietta College

M.S. University of Arkansas

Ph.D. University of Arkansas

Dr. Veit has extensive experience in the investments field as an investment counselor and as a registered investment advisor. He holds the designation of Chartered Financial Analyst and is a member of the Council of Examiners, grading staff, and Staff Review Committee of the Institute of Chartered Financial Analysts. His academic background includes teaching and research appointments at the University of Arkansas, West Virginia University, and the University of Central Florida. In addition to publishing a textbook on financial management, Dr. Veit has published numerous articles in national and international journals. He also serves as a consultant specializing in business valuations.

**Julian W. Vincze**

Associate Professor of Marketing

B.S. University of Montana

M.B.A. University of W. Ontario

Ph.D. Bradford University (England)

Dr. Vincze has been employed by universities and industry in Canada, England, and the United States. He has been at Rollins College since 1977, and on the Crummer faculty since 1980. Dr. Vincze has published several journal articles and is coauthor of two textbooks: *Strategic Management: Text and Cases, 4th edition* and *Managerial Marketing: Concepts and Cases*. He has been active in the Academy of Marketing Sciences and is currently on the Academy's Board of Governors. He also serves as Vice President for the North American Case Research Association.

**ADMINISTRATION**

Martin Schatz

Stephen Gauthier

Anne Kerr

Anne Strauss

Thomas Danford

Carla Kimball

Dean

Assistant Dean for Admissions and Operations

Assistant Dean for Corporate Relations

Assistant Director of Admissions

Manager of Computer Systems

Manager of Computer Software





## ACADEMIC POLICIES

### Continuous Matriculation

The Professional MBA Program in its very design requires a student to progress through the program with a group of specific students. If, for any reason, a student must drop out of the program for any length of time, he or she will only be allowed to reenter the program with a class of students who have completed the same course work. The agreed tuition cost is only maintained as long as a student remains with the same entrance class. When a student reenters the program, his or her tuition is increased to the amount being paid by the new class. Students must enroll in two courses each trimester. Only when students have completed all required courses may they vary their schedule from that of their assigned class. When selecting elective courses, PMBA students can choose any elective course offered in either the day or evening program.

### Graduation Requirements

It is the responsibility of each student to make certain that all the course requirements for graduation listed on his or her Program of Study have been met. If there is any doubt, an advisor should be consulted prior to registration for the last semester preceding expected graduation.

### Petition to Graduate

Students must submit to the Dean's Office a petition to graduate and the graduation fee at the start of their final semester of study.

### Petition Procedure

Students may petition to the Committee on Academic Standards to request an exception to an academic regulation by obtaining an official form in the Admissions Office.

### Scholastic Requirements

Degree candidates are required to complete all course requirements with a minimum grade point average of 2.85. Any student whose average drops below 2.85 will be placed on probation. If the average drops below 2.5, the student is automatically dismissed.

### Dean's List

Students who complete at least six credits in a given term and who achieve at least a 3.6 grade point average are placed on the Dean's list for that term.

### Graduating with Honors

Students who complete the MBA program with a cumulative grade point average that ranks them within the top ten percent of the entire year's graduating class will receive the distinction of graduating with honors.

### Grades

Grades are reported as follows:

- A: indicates consistently excellent work
- B: indicates work of the quality normally expected of a graduate student
- C: indicates work that is below the quality expected in graduate study
- F: indicates work that is unacceptable in graduate level of study
- I: Incomplete - indicates that the student and instructor have agreed that outstanding work will be completed and the grade changed to A,B,C or F by the mid-term point of the following term
- W: Withdrawal
- X: Nonattendance
- N: Audit
- CR, NCR: credit or no credit may only be assigned for specifically designated courses.

### MBA Student Code of Academic Honesty

A primary goal of Crummer Graduate School of Business MBA students is to obtain a high quality graduate education that includes, in addition to important managerial skills, intellectual achievement, personal development, social responsibility, and high ethical and moral standards.

Students recognize that the value of their degree depends on the quality of the academic program, on the quality of faculty and fellow students, on the fairness of their grades, and on a learning environment in which high standards of ethics and honesty prevail. For an academic community to thrive in an environment of learning and free exchange of ideas, ethical conduct is inseparable from wisdom. Faculty and students affirm the value of academic honesty and accept the responsibility to maintain an environment in which academic dishonesty of any type shall not be tolerated.

Students of the Crummer Graduate School of Business subscribe to a code of academic honesty and affirm that they will not participate in plagiarism, cheating, violation of test policies, or complicity in dishonest behavior, nor will they tolerate in their midst students who violate this code. As a reminder of this affirmation, students shall sign a statement indicating that the work presented for classes is their own and that they have neither received nor given any help or information during examinations.



# ROY E. CRUMMER GRADUATE SCHOOL OF BUSINESS

ROLLINS COLLEGE  
Winter Park, Florida 32789-4499

## Application for Admission to the Professional MBA Program

Application Fee \$30

PLEASE TYPE OR PRINT IN INK

ENTRANCE DATE: (Indicate One)

Fall 19 \_\_\_\_\_

Spring 19 \_\_\_\_\_

Name in Full: ☐ Mr.  
☐ Ms.

(Last)

(First)

(Middle)

School or Business Address

(Number and Street)

(Apartment Number)

(City)

(State)

(Zip)

(Address effective through)

Permanent Address

(Number and Street)

(Apartment Number)

(City)

(State)

(Zip)

(Address effective through)

Home Telephone \_\_\_\_\_ School or Business Telephone \_\_\_\_\_

Birthplace \_\_\_\_\_ Date of Birth \_\_\_\_\_ Country of Citizenship \_\_\_\_\_

Social Security Number \_\_\_\_\_

The following is required by the U.S. Department of Health, Education, and Welfare under Title VI of the Civil Rights Act:

Race: American Indian \_\_\_\_\_ Asian American \_\_\_\_\_ Black \_\_\_\_\_ Spanish Surname \_\_\_\_\_ White \_\_\_\_\_ Other \_\_\_\_\_

Type of Visa (If Applicable) \_\_\_\_\_ Number of Permanent Resident Card \_\_\_\_\_



1. Previous academic training:

NAME OF INSTITUTION	DATES ATTENDED	MAJOR FIELD	DEGREE OR DIPLOMA	DATE CONFERRED
Undergraduate College				
Undergraduate College				
Graduate School				
Name Under Which Transcript Was Issued				

2. Self-Reported Undergraduate Grade Point Average: \_\_\_\_\_

Undergraduate Class Standing: \_\_\_\_\_ of \_\_\_\_\_ (if known).

3. On what date did you or are you planning to take the GMAT? \_\_\_\_\_

If taken what was score? Verbal Score \_\_\_\_\_ Quantitative Score \_\_\_\_\_ Total Score \_\_\_\_\_

The Graduate Management Admission Test is required for all applicants. Information concerning the Graduate Management Admission Test may be obtained either from the School of Business Administration or from the Educational Testing Service, Box 966-R, Princeton, New Jersey 08541.

The Test of English as a Foreign Language (TOEFL) is required for all students whose native language is not English and who have completed their undergraduate work at a school outside the United States. For information, write Educational Testing Service, Box 899, Princeton, New Jersey, 08541.

*It is the applicant's responsibility to:*

1. Request the Registrars of *all* the applicant's institutions of higher learning to forward the transcripts of his/her academic record directly to the Office of Admissions, Crummer School of Business.
2. Request the Educational Testing Service to forward a copy of his/her Graduate Management Admission Test score report directly to the Office of Admissions, Crummer School of Business.
3. Applicant should arrange to have two letters of recommendation sent directly to the Crummer School. Recommendations should come from either faculty members or professional persons familiar with their academic performance and work experience.

4. EMPLOYMENT RECORD: List all full-time employment, including military service, beginning with the most recent or current experience. Resume is acceptable.

Organization	_____	Dates	_____
Position Held	_____	Dates	_____
Organization	_____	Dates	_____
Position Held	_____	Dates	_____
Organization	_____	Dates	_____
Position Held	_____	Dates	_____
Organization	_____	Dates	_____
Position Held	_____	Dates	_____



5. Do you feel that your college grades accurately reflect your academic abilities; — — If no, why not?

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6. In addition to your previous academic record and test scores, what special considerations do you feel the Admissions Committee should take into account in its review of your application?

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7. List scholastic honors and awards.

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8. List business, professional, and social organizations in which you have been active and/or any professional licenses you hold.

*Organization*

*Office held, if any*

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9. Please respond to the following. Use separate sheets of paper if necessary.

Respond to the appropriate question:

a. If you are *not now* a full-time student, describe your current responsibilities, citing their role in your personal development.

OR

b. If you are a full-time student, discuss the situation in which you have exercised the most leadership, responsibility, or judgment, indicating its impact on your development.

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10. Cite your reasons for seeking a Master's degree at this point in your life.

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11. Where did you hear about the Graduate Program in the Crummer School?

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\_\_\_\_\_  
DATE OF APPLICATION

\_\_\_\_\_  
SIGNATURE OF APPLICANT



# MBA SCHOLARSHIPS

Roy E. Crummer Graduate School of Business  
Proudly Announces  
The Following Corporate Scholarships for Fall 1988

**CORPORATE COUNCIL**  
**RED LOBSTER INNS OF AMERICA**  
**PHILIP CROSBY ASSOCIATES**  
**HARCOURT BRACE JOVANOVICH, INC.**  
**HUBBARD CONSTRUCTION**  
**TUPPERWARE INTERNATIONAL**  
**HIGH CONSTRUCTION**  
**STROMBERG-CARLSON**  
**LITTON LASER**  
**NCNB**

These scholarships will be awarded to outstanding students entering the two-year program. The awards are based on merit and have a value ranging from \$5,000 to full tuition. Outstanding scholars who have been chosen in past years to receive these awards have had GMAT scores in excess of 600 with undergraduate grade point averages above 3.0.

Rollins College is a liberal arts college, founded in 1885. It is independent of church or state and offers quality programs in the arts and sciences. The Crummer School was established in 1965, and devotes its efforts solely to graduate business education. The School has a highly qualified faculty and outstanding facilities. The Crummer School is accredited by the American Assembly of Collegiate Schools of Business. Also available to incoming students are Graduate Assistantships, which are awarded to students selected to assist the Crummer faculty in research.

Please contact:

**Director of Admissions**

Roy E. Crummer Graduate School of Business  
Rollins College  
Winter Park, Florida 32789-4499

**ROY E. CRUMMER GRADUATE SCHOOL OF BUSINESS**

**ROLLINS COLLEGE • WINTER PARK, FLORIDA**



